

REPORT NO. 1 of the
FAMILY AQUATICS AND LIBRARY COMPLEX
STEERING COMMITTEE
of its meeting held
July 21, 2011

Present: **Councillor Dilkens, Chair**
 Councillor Sleiman
 Councillor Jones
 Councillor Payne

Regrets Received from: **Mayor Francis**
 Councillor Valentinis

Your Committee submits the following recommendations:

Moved by Councillor Payne, seconded by Councillor Sleiman,

That the Terms of Reference/Mandates for the Family Aquatic and Library Complex Steering Committee, Arbitrator, Executive Committee and Working Group based on governance hierarchy previously approved by Council Resolution 191/2011

BE APPROVED with the suggested amendment relating to the duties and responsibilities for the Steering Committee, and further that the Project Sponsor **BE AUTHORIZED** to make changes as required to the composition of the Working Group and Executive Committee subject to reporting back to the Steering Committee with any suggested changes.

Carried.

ACTING COMMITTEE COORDINATOR

Clerk's Note: The Report from the Project Sponsor/Chair - CFO/City Treasurer titled "Project Governance Hierarchy - Terms of Reference/Mandate" is *attached* as background information.

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Item No.

THE CORPORATION OF THE CITY OF WINDSOR
Family Aquatic and Library Complex Executive Committee

1 of 8

MISSION STATEMENT:

"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"

LiveLink REPORT #:	Report Date: July 14th, 2011
Author's Name: Onorio Colucci	Date to Steering Committee: July 21, 2011
Author's Phone: 519 255-6100 ext. 6234	Classification #:
Author's E-mail: ocolucci@city.windsor.on.ca	

TO: Family Aquatic and Library Complex Steering Committee

OBJECT: Project Governance Hierarchy- Terms of Reference/Mandate

1. RECOMMENDATION: City Wide: Ward(s): ___

THAT the Steering Committee endorse Administration's recommendation to Council to **APPROVE** the proposed Terms of Reference / Mandates for the Steering Committee, Arbitrator, Executive Committee, and Working Group based on the the governance hierarchy previously approved by Council through council resolution CR191/2011 for the Family Aquatic and Library Complex.

THAT the Steering Committee authorize the Project Sponsor to make changes as required to the composition of the Working Group and Executive Committee subject to reporting back to the Steering Committee with information on the changes made.

EXECUTIVE SUMMARY:

N/A

2. BACKGROUND:

A full detailed Project Charter for the project is currently being developed and will be presented to the Steering Committee for approval at a later date. However, in order expedite the project, Council at its June 13th meeting approved the. broad governance hierarchy of the project. In addition to the normal Council role, the approved governance structure includes the Steering Committee, Arbitrator, Executive Committee, and the Working Group. This hierarchy. is similar to that which governed the succesful WFCU Centre project.

3. DISCUSSION:

A Project Charter for the project is currently being developed and will be presented to the Steering Committee for approval. However, and until such time that the Project Charter is presented to the Steering Committee, the Executive Committee recommends a governance hierarchy for the Family Aquatic and Library Complex similar to the successful WFCU Centre project which was completed on time and below budget.

By way of Council resolution CR Cr191/2011 passed on June 13, 2011 Council approved the basic governance structure as follows:

Steering Committee

Composition

- Five City Councillors plus Mayor as ex-officio

Reporting Relationship

- Reports directly to City Council

Subsequently, Council appointed the following councillors (plus the mayor, ex officio) to the Steering Committee:

- Councillor Dilkens
- Councillor Jones
- Councillor Payne
- Councillor Sleiman
- Councillor Valentinis

Arbitrator

Composition

- Chief Administrative Officer

Executive Committee

Composition

- Project Sponsor/Chair-CFO/City Treasurer- Onorio Colucci
- Co-Sponsor/Deputy Chair - City Engineer,- Mario Sonego
- City Clerk - Valerie Critchley
- CEO, Windsor Public Library- Barry Holmes
- Executive Director of Recreation & Culture - Jan Wilson
- Executive Director of Operations - Mike Palanacki
- Executive Director of Information Technology: Harry Turnbull
- Manager of Facility Operations - John Miceli
- Manager of Purchasing & Risk Management - Shelby Askin-Hager

Non-Voting Resources to the Committee

- Project Manager - Don Sadler
- Project Coordinator- France Isabelle-Tunks
- Project Accountant- Rosanna Pellerito

- Executive Initiatives Coordinator- Public Works- Rob Slater
- Marketing & Conununications Officer- PatLewis

Reporting Relationship

- Reports directly to the Steering Conunitte

Working Team

· Composition

- Project Manager - Don Sadler
- Project Coordinator - France Isabelle-Tunks
- Project Accountant - Rosanna Pellerito
- Project Legal Resources - Mark Nazarewich/Cheryl Glassford
- Project Conununication - Pat Lewis
- Project Purchasing/Risk Resource - TBD
- Tenant Liaison- Recreation and Library- TBD
- Information Technology Resource-Matt Caplin
- Other resources as required

· Reporting Relationship

- Reports directly to the Executive Committee
- All members of working committee report to Project Manager for purposes of final project decisions with continued guidance provided by their regular manager/director

Below are the proposed Terms of Reference / Mandate for the for the Family Aquatic and --Library CompleicSteering Committee, Arbitrator, Executive Committee, and Working Group. The Terms of Reference describe the purpose of the committees, authority and major areas of responsibility.

Steering Committee

_ Duties and Responsibilities .

- Receive progress reports on:construction activity and to monitor performance-
- Receive monthly financial report of budget versus actual expenditures
- Review and reconunend changes to City Council, if needed, in respect of the total project budget
- Approval of significant design/fit up decisions based on the reconunendation of the Executive conunittee.
- Address any issue that has major implications to the success of the project
- Ensure all City by-laws including the Purchasing By-Law are adhered to
- Approve and reconunend to City Council a comprehensive public relations/ conununications plan

Authority

- Approve changes to budget allocations within total project budget and greater than \$150,000 including use of the contingency budget for items greater than \$150,000 and above the cumulative limit of the Executive Committee (see below)

Meeting Frequency

- Meetings to be held at key stages of decision making throughout the project
- It is anticipated that the Steering Committee will generally meet monthly or at the call of the chair upon advice of the Project Sponsor.

Arbitrator

Duties and Responsibilities

- Settle disputes and act as final arbitrator should the Executive Committee not reach a resolution.
- Approve of reports, at her discretion, to Steering Committee and City Council (largely for significant reports where policy or budget changes are being contemplated)
- Provide guidance to Project Sponsor

Meeting Frequency

- Attend Executive Committee and Steering Committee meetings as needed

Executive Committee

Duties and Responsibilities

Project Sponsor/Chair (and in his absence the Co-Sponsor/Deputy Chair)

The Project Sponsor oversees the business management and project management issues that arise outside the formal business of the Steering Committee. Provides support and ensures that the necessary resources both financial and human are available to the project.. Specific responsibilities include;

- Call and chair executive committee meetings
- Demonstrate corporation's overall commitment to the project
- Secure project funding/ financing
- Remove major barriers to progress
- Approval of all reports to Steering Committee and City Council
- Co-sign change orders and all instructions/contracts to contractors/consultants/vendors (with Project Manager)
- Review on an ongoing basis the project account analysis prepared by project accountant
- Ensure monthly reports on progress and budget are delivered to Steering Committee (and through the Committee to Council)

Executive Committee

- Receive and approve project progress/status reviews
- Review and approve detailed work plan for project
- Review and approve detailed monthly financial report (budget versus actual)
- Ensure project direction is consistent with departmental and tenant needs
- Review and resolve business issues
- Oversee implementation of detailed work plan

- Recommend changes to budget allocations (but within overall approved budgets) over \$150,000 to the Steering Committee
- Authorize expenditures of \$150,000 or less per item without the need for a Delegation of Authority Report (this is a departure from normal policy in order to ensure timeliness of approvals).
- If required, recommend any additional budget approvals to the Steering Committee (subsequent to approval of final budget)
- Approval of generally routine design/fit up decisions based on recommendations of the project manager and or the design consultant
- Through support staff, maintain minutes of all meetings, general records and other resources

Authority

- Approve changes to budget allocation less than \$150,000 including use of contingency below \$150,000 to a maximum total use of up to 50% of the project contingency

Meeting Frequency.

- Meetings will generally be held weekly and at key stages of decision making
... throughout the project as called by the chair.

Working Team

Duties and Responsibilities

Project Manager

The Project Manager is responsible for organizing the project into one or more sub-projects, .. managing the day-to-day aspects of the project, developing the detailed work plan, responding to media requests for construction information, resolving planning and implementation issues, and monitoring progress and budget. Various functional controls need to be reviewed and monitored on a regular basis. This includes cost, time, conflict and quality controls. Specific responsibilities include:

- Call and chair working team meetings
- Present detailed work plan/ timeline for all elements of the project to the Executive Committee for approval
- Responsibility for the overall execution of the project and co-ordination of all activities
- Ensure all project components are in compliance with the City of Windsor's Purchasing By-law
- Coordinate work on legal agreements
- Plan each phase to ensure project team members work effectively
- Monitor progress to ensure successful completion of each phase and milestone
- Identify and manage project risks and scope and escalate to the Executive Committee.
- Ensure proper communication with project team (Working Group and Executive Committee) and external communications
- Establish relationship with vendors and co-ordinate
- Responsible for day to day activities

- Co-approval of draws on allowances and change orders or instructions to contractors (with Project Sponsor)
- Co-approval of progress draws for payment release (with Project Coordinator)
- Co-approval of all project invoices (with Project Coordinator)

Project Coordinator

- Co-chair or alternate chair to ad hoc working sub-committee meetings
- Report writing as assigned by Project Manager or Executive Committee
- Co-approval of progress draws for payment release (with Project Manager)
- Co-approval of all project invoices (with Project Manager)
- Generally help support the Project Manager

Project Accountant

- Provide fiscal responsibility for the project including tracking project expenditures
- Report on budgets
- Provide weekly account analysis to Project Sponsor
- Review account allocations for appropriateness
- Review invoices for appropriate approvals
- Track holdbacks

Project Legal Resource

- In conjunction with Project Manager and external legal resources, provide legal advise and structure all project contracts
- Ensure all conditions are lifted and contracts are presented for approval of appropriate parties with Council approval as needed
- Track all contracts ensuring appropriate adherence to contractual commitments-

Project Purchasing/Risk Resource

- Provide immediate advice on purchasing by-law requirements
- Assist in expediting these processes placing high priority on the timing requirements of this project
- Manage insurance certification (Builders Risk/WSIB etc)
- Ensure appropriate adherence to the Purchasing By-law

Project Communication Resource

- Event planning
- Media releases
- • General communication

Client Technical Resource

- Provide technical review of shop drawings related to functionality of the recreation and Library spaces in the building
- Liaise with the Project Coordinator and Project Manager on items that require adjustments within the design of the complex
- Act as advocate for the recreation department and the Library by forwarding changes and suggestions to the Project Manager and the Executive Committee through the Director of Recreation and Library CEO

- Prepare specifications and tender documents for fit ups particular to the complex as required

Tenant Satisfaction Resource

- Provide information on operational needs from Departmental perspective
- Provide information on stakeholder and community needs
- Ensure functionality of the facility from an operational standpoint
- Coordinate with the Client Technical Resource and Project Manager in communicating client and stakeholder needs that can be translated into the required specifications and drawings

Other resources **as** required:

- Property area
- Building and Development Services
- GIS area
- Public Works Engineering/ Traffic Engineering
- Others

Meeting Frequency

- Meetings to be held at key stages of decision making throughout the project
- At the call of the Project Manager
- There will be weekly meetings in the initial stages of the project and less frequently if so determined by the Project Manager

At the writing of this report, some of the positions within the working group have yet to be assigned. It is recommended that Administration be authorized to assign the positions and/or make changes as required throughout the project and that these decisions be subsequently reported to the Steering Committee.

4. FINANCIAL MATTERS:

N/A

5. CONSULTATIONS:

Executive Committee

6. CONCLUSION:

The aforementioned governance structure was very successful with the WFCU Centre project. It is believed that this structure will also provide a broad representation of the organization, with relevant views and insights, wide range of skill sets and management experience for the Family Aquatic and Library Complex project.

Project Sponsor/Chair - CFO/City Treasurer

Don S fille.. □
Project Manager

APPENDICES:

NOTIFICATION:				
Name	Address	- E-mail/Address	Telephone	FAX